

APPENDIX

COMMITTEE ON STATE GOVERNMENT EMPLOYEES

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APPENDIX 1

DEMOTIONS 2001

The following is a chart of personnel demotions from the state cabinets' actions for the year 2001, according to documentation provided by the Personnel Cabinet. Numbers indicate possible problems in Revenue, General Government, and Justice Cabinets.

CABINET	TOTAL ACTIONS	TOTAL MALE	TOTAL FEMALE
Revenue	19	6	13
General Government	47	19	28
Justice	69	29	40
Education, Arts and Humanities	8	4	4
Natural Resources	16	10	6
Transportation	40	24	16
Economic Development	2	1	1
Public Protection	23	14	9
Finance & Administration	18	10	8
Tourism	14	6	8
Labor	10	4	6
Workforce Development	21	7	14
Personnel	6	3	3
Families & Children	78	11	67
Health Services	44	15	29

Governor's Task Force on the Economic Status of Kentucky's Women,
Committee on State Government Employees
Subcommittee: Employment Practices

Please save this questionnaire as a Word document and return it as an attachment to nprice@kde.state.ky.us no later than February 4, 2002. Thank you for your time and attention.

The following survey will be used to help determine the status and needs of women in state government. Thank you for your assistance.

Male/Female_____ Years as a Kentucky State Employee_____ Job Classification/Title

Grade_____ Merit/ Non-merit Employee_____

In your opinion, does your agency provide equal opportunities for advancement, professional development opportunities, educational assistance and other benefits to male and female employees? _____. Please explain your answer.

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The Governor's Task Force on the Economic Status of Kentucky's Women, Committee on State Government Employees defined Employment Practices as being how state government agencies interact with individual state employees through procedures, processes, professional development and communication. The committee identified the following 11 topics as areas of concern for women in state government in the area of Employment Practices. Please rank these topics in order of concern with number one being your highest concern of Employment Practices in state government.

*Job Sharing_____

*Fairness Issues (Being defined as equal opportunities for advancement and professional growth for males and females REGARDLESS of their cultural, geographical, age and sexual orientation)_____

*Equity across cabinets in employment _____

*Hiring fairness (Being defined as equity in interviewing and hiring of males and females based on work experience and/or education.)_____

*Recruitment and retention practices_____

*Availability (or lack thereof) of part-time employment (with benefits)_____

*Work environment issues (sexual harassment procedures, political involvement, flextime, workplace safety, violence, and community involvement)_____

*Merit/Non-Merit availability and procedures for filling of positions_____

*Wage equity in comparable positions for male/females across agency lines_____

*Effect of budget cuts on lower grades (traditionally held by females)_____

*Fairness in Evaluations and the Evaluation Process_____

Please share your reason for the topic you ranked as being of highest concern.

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Please list any other Employment Practice concerns that you have.

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Please share any other comments or suggestions that you have concerning women in state government with the *Women in State Government Committee*.

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Sample Comments from the Women in State Government Questionnaire:

Hiring Fairness (being defined as equity in interviewing and hiring of males and females based on work experience and/or education)

“People tend to hire and promote others who look just like them. As a result, the males tend to dominate the highest positions and hire other males to the top administrative positions. There should be more consideration given to women who are applying for promotions.”

“I believe in what M.L.K. stated that injustice anywhere, is a threat to justice everywhere. If an agency isn't going to be fair from the very beginning with the hiring process, then most likely they aren't going to be fair in any of the other areas once an employee has been brought aboard.”

“How come someone with lots of experience in the field, lots of years of service and a CPM gets passed over for a promotion to management in lieu of someone that has < years experience, < time in the field, < management/supervisory experience and no CPM? Here is the tally sheet so far:

DOW FOB Branch Manager - given to male, October 2001

DWM Assistant Director - given to male, August 2002

DAQ FOB Branch Manager - down to last three candidates: all men

DOW Assistant Director - unknown to date, but rumored to be male, but this has been wrong before.”

Wage Equity (in comparable positions for male/females across agency lines)

“The women have never been ranked as priority where I work, when the raises were passed out they always went to the engineers, reasoning was, we needed engineers, OUR PAY IS VERY LOW COMPARED TO MEN AND WE DO EQUAL WORK!!”

“I think wage equity is very important to the employee's self esteem and worth as an employee. In instances of wage inequity the female employee views herself as less valuable than her male counterpart when in truth her contributions may exceed his.”

“Wage equity helped newer employees, but the ones who have worked 10 years or more was raised a grade higher with no money, & some has not had a raise since way back in the 80's, that is bad when you have people who work hard & that is how they get treated.”

“Income is a very important thing. Women should make the same as men do if they are doing the same jobs.”

“Wage equity should be more even-handed across agency lines regardless of male/female issues. It is common knowledge that some agencies have an easier time manipulating the "system" to offer potential candidates better wages which leaves the agencies committed to following regulations fairly defenseless in retaining preferable employees.”

Fairness Issues (being defined as equal opportunities for advancement and professional growth for males and females regardless of their cultural, geographical, age, and sexual orientation)

“Until COMPETENT QUALIFIED applicants are truly searched and identified WOMEN IN STATE GOVERNMENT will never truly be representative of the capable competent women in society.”

“State Government is still haunted by the glass ceiling for the most part, that good ole boy system and it's hard to break through when it's the boys at the top doing the selecting!”

“Two male employees were promoted to a position just above mine while I was not promoted and it was my job to review their work. I have been treated very fairly at my current agency, though. There are agencies out there that still have problems, though.”

“At this point, I won't go into grand and wondrous detail. However, I feel that a great detraction from female economic development in the DEP has to do with a double standard and an active "good old boy" or "hunt, spit and shoot club." Females are kept at lower paying positions and are not allowed to advance inside the DEP. I've personally run into it and have seen it happen to others. Basically for the most part, women are not promoted beyond supervisor in our Department, if they get that far. Even if they are promoted, it is usually into jobs that are "traditionally" female. Environmental Scientist positions are held by males, not females. Unless there are some cosmically attributable statistics going on here, this is not simply a coincidence.”

Fairness in Evaluations (and the evaluation process)

“As far as fairness in evaluations, I believe this new system needs to be reexamined. Supervisors, that have not been in their position long enough, according to Regs. to evaluate an employee, yet it is still being done. Supervisors and their supervisors back dating evaluations, no response to request for re-evaluation of the evaluation, and Supervisors not being held accountable. Employees working and not receiving evaluations in a timely manner.”

“It appears with each supervisor that favoritism is so noticeable. As some employees get the highest evaluations, get to go to all of the good training and get picked for a lot of things that include eligibility of raises other than the yearly increment.”

“Evaluations in our cabinet are set to standards that are not possible to reach if done as instructed, therefore, there's no incentive to try as it makes no difference if you try or not, as long as one remains "adequate" they get the same as the ones who do the most work.”

“The evaluation system is only as fair as the person evaluating you.”

“Our current evaluation system does make it so that managers have to do evaluations, but as usual, only employees who are friends with their bosses get an "outstanding" rating.”

Work Environment (sexual harassment procedures, political involvement, flextime, workplace safety, violence, and community involvement)

“Until recently, only men could earn C-Time or work a flexible schedule.”

“I would like to see something put in place to ensure that women are treated fairly in the workplace. Higher ups should be held accountable for disparities in salary/benefits between men and women.”

Equity Across Cabinets (in employment)

“It's a common practice in state government that employees receive different treatment by the various agencies when it comes to funding continuing education. I suggest that routine training and development in specific agency areas continue to be paid for by each individual agency for its employees, but that higher education expenses for employees be funded centrally (for instance, through GSC). Right now, agencies have discretion in handling higher education costs for their employees. Some don't fund it at all, some provide full tuition assistance, and some provide tuition reimbursement (which is not useful for those employees who cannot afford to pay up front). The real issue here is the economic decision by individual agencies who either can't afford to pay due to budget constraints, or who choose not to pay for fear they will lose employees. Even those who do pay, limit access to only those courses and degrees that "fit" or support the involved agency's needs and not necessarily the needs of the employee or the state. I would propose that state government take an "enterprise" approach to higher education through centrally funded tuition assistance (up front payment) for any approved courses or degrees that enable an individual to serve the Commonwealth. Money is the main deterrent for pursuing higher education. Time is the next factor. But, another reason that many state employees do not engage in higher learning is that they are not inspired to advance within the agency where they work. If tuition was centrally funded, and degree seeking individuals were not limited by the constraints of their current agency, more employees (especially women) would be in a position to further their education and as a consequence, improve their economic status. Here is an example of how this approach could work: Assume a female, age 24, works for Fish and Wildlife as an administrative assistant. She always had an interest in social work, but since she married right after high school and had two children, college did not seem to be an option-instead she "just got a job". Fish and Wildlife does not want to invest their money (and rightly so) to send her to college to train her to leave the agency. However, if she were to earn a degree in social work, she could

subsequently move to another state agency (who may be in dire need of social workers), and the state would benefit along with the individual's improved economic position. The scenario could be repeated in any number of ways: Maybe a clerical worker for Transportation wants to be a wildlife biologist. Maybe a records clerk for Libraries and Archives wants to be a teacher. Maybe a receptionist for Revenue wants to be a computer technician. In each case, the economic position of the employee would be improved, and the state would have a better educated workforce and more internal resources for filling critical needs. And, while the person is working toward a degree, their current agency reaps the benefits known to be associated with higher levels of education: increased self-confidence, overall skill development, higher levels of personal initiative, and an inflow of new ideas. If "Education Pays", let's try to make it pay for state government employees as well."

Effect of Budget Cuts (on lower grades traditionally held by females)

"With budget cuts across state government this will affect every organization and typically the lower grades are the ones most effected such as incoming secretaries, clerks, etc."

"Budget cuts will affect those in all grades, especially those in lower grades. The lack of sufficient raises to keep up with the economic times will have an impact on the ability of workers to help stimulate the economy with spending and investing. The freeze on job could impact workers who will have to take on extra duties to cover for those positions that their offices are unable to fill. This will also cause a slower response to the public for information to request if the workers are weighted down with extra duties."

Merit/Non-Merit Availability (and procedures for filling of positions)

"I am most concerned with this issue because there are times when positions - merit and non-merit - are filled with individuals who have absolutely no knowledge or background of the branch or division that they are now managers over or that they are currently working in. There needs to be some method to be able to hire only those who are qualified and who truly meet the criteria for the position."

"All positions in state government with the exception of those within the Governor's office, elected positions, and cabinet secretaries, should be merit positions. During these economic times with pending budget cuts, state government workers who hold non-merit positions are under a considerable amount of stress wondering if they will have a job. Current non-merit employees, especially ones who have 16+ years in state government have no recourse in the action that may be taken against them. I think it is appalling that state government still has several agencies who fall under the non-merit status. I feel this issue is one that the Governor's Task Force and our legislators should look in to and take the necessary steps needed to address this issue."

Recruitment and Retention (practices)

"Recruitment and retention - Its very vital to an agency to be able to keep an employee for purposes of job knowledge, and skills that the employee's has gained from the job, State Government services would greatly be enhanced. Availability or lack thereof of part-time employment with benefits - There are several individuals who would like to have the option of working part-time to be able to spend more time with their families, but can not due to not being afforded the same benefits as a full-time employee. There also should be more opportunity for an employee to be able to have the choice of working part-time from home."

"As part of recruitment and retention, we need to grow better supervisors - often women seem to be recruited for higher level positions and lack the experience, most likely because they lacked the opportunities to manage on small scale first and have professional development, training since budgets continue to be cut."

Part-Time Employment (availability or lack thereof, with benefits)

“Part-time employment and/or flexible working hours would help in allowing valuable and qualified employees to continue their education while still continuing their career with state government. It would also benefit those who have to take care of their families and loved ones.”

“I believe that part-time employment with benefits is a good thing. it allows for flexibility when other things such as educational pursuits or family personal matters need to be taken care of. The state doesn't allow this but if they did there may be better retention of good employees.”

Job-Sharing

“As a mother of 4 children, who are now grown, it would have been great if there had been a program in place within State Government to provide a more flexible work schedule to meet the needs of both employee and employer such as job sharing or consultant type (work-at-home) programs for women or men with pre-school age children. With today's technology, I think this approach is very feasible.”

“I don't know about all other agencies, but here we are not allowed to work part-time. Several women have asked for this option after having children, but they are always refused. Job sharing is non-existent. True flextime is non-existent. I don't understand the opposition to creating good (i.e. with some benefits and a decent pay grade) part-time positions. This would save the state money, and apparently we need that right now. I have worked at three different agencies. I can't report any glaring discrimination in terms of benefits and pay. But there is no official support whatsoever for working mothers. Given the emphasis on early childhood education that seems like a terrible disconnect to me.”

The full text of all comments is available from the Kentucky Commission on Women.

INITIAL HIRINGS TO THE MID POINT IN THE EXECUTIVE BRANCH FROM 1994 – 2001

YEAR	GRADE	INITIAL HIRINGS AT MIDPOINT	MALES	FEMALES
1994 – 1995	13 AND BELOW	97	63	34
	14 – 17	20	9	11
	18 AND ABOVE	7	6	1
1996 – 1997	13 AND BELOW	65	34	31
	14 – 17	45	26	19
	18 AND ABOVE	21	17	4
1998 – 1999	13 AND BELOW	109	47	62
	14 – 17	61	38	23
	18 AND ABOVE	19	12	7
2000 – 2001	13 AND BELOW	18	2	16
	14 – 17	9	3	6
	18 AND ABOVE	8	3	5

**AVERAGE SALARY IN THE EXECUTIVE BRANCH
FOR THE TIME PERIOD
JULY 1, 2000 – JUNE 30, 2001**

YEARS OF SERVICE	GRADE	SEX	AVERAGE MONTHLY SALARY	DIFFERENCE MALE MINUS FEMALE MONTHLY SALARY
05	13 AND BELOW	FEMALE	2,031.78	-171.58
		MALE	2,203.36	
05	14 -17	FEMALE	3,325.38	-169.06
		MALE	3,494.44	
05	18 AND ABOVE	FEMALE	4,811.56	+1,077.01
		MALE	3,734.55	
10	13 AND BELOW	FEMALE	2,183.21	-118.69
		MALE	2,301.90	
10	14 – 17	FEMALE	3,495.44	-2,00.67
		MALE	3,696.11	
10	18 AND ABOVE	FEMALE	4,294.97	-150.12
		MALE	4,445.09	
15	13 AND ABOVE	FEMALE	2,464.84	-199.64
		MALE	2,664.48	
15	14 – 17	FEMALE	3,760.37	-253.56
		MALE	4,013.93	
15	18 AND ABOVE	FEMALE	5,140.58	+963.30
		MALE	4,177.28	
20	13 AND BELOW	FEMALE	2,756.15	-200.53
		MALE	2,956.68	
20	14 – 17	FEMALE	4,157.12	-105.74
		MALE	4,262.86	
20	18 AND ABOVE	FEMALE	5,569.38	+255.76
		MALE	5,313.62	
25+	13 AND BELOW	FEMALE	3,344.60	-305.39
		MALE	3,649.99	
25+	14 – 17	FEMALE	4,631.11	-693.01
		MALE	5,324.12	
25+	18 AND ABOVE	FEMALE	5,857.47	-130.57
		MALE	5,988.04	

**AVERAGE SALARY IN THE EXECUTIVE BRANCH
FOR THE TIME PERIOD
JULY 1, 2001 – MARCH 30, 2002**

YEARS OF SERVICE	GRADE	SEX	AVERAGE MONTHLY SALARY	DIFFERENCE MALE MINUS FEMALE MONTHLY SALARY
05	13 AND BELOW	FEMALE	2,067.82	-37.98
		MALE	2,105.80	
05	14 -17	FEMALE	3,013.77	-503.07
		MALE	3,516.84	
05	18 AND ABOVE	FEMALE	3,343.77	-2,786.38
		MALE	6,130.15	
10	13 AND BELOW	FEMALE	2,169.59	-194.92
		MALE	2,364.51	
10	14 – 17	FEMALE	3,459.79	-273.03
		MALE	3,732.82	
10	18 AND ABOVE	FEMALE	4,935.72	+688.97
		MALE	4,246.75	
15	13 AND ABOVE	FEMALE	2,599.56	-129.40
		MALE	2,728.96	
15	14 – 17	FEMALE	3,899.12	-190.60
		MALE	4,089.72	
15	18 AND ABOVE	FEMALE	5,394.63	+807.20
		MALE	4,587.43	
20	13 AND BELOW	FEMALE	2,743.40	-118.89
		MALE	2,862.29	
20	14 – 17	FEMALE	4,330.23	-134.89
		MALE	4,465.12	
20	18 AND ABOVE	FEMALE	4,486.02	-1,076.76
		MALE	5,562.78	
25+	13 AND BELOW	FEMALE	3,442.55	-325.33
		MALE	3,767.88	
25+	14 – 17	FEMALE	4,637.63	-785.74
		MALE	5,423.37	
25+	18 AND ABOVE	FEMALE	5,959.36	-337.88
		MALE	6,297.24	

Annual Sexual Harassment totals: January - December 2001
Year end total: 82

	Jan - March 2001	April - June 2001	July - Sept 2001	Oct - Dec 2001
Totals	20	13	27	22

This data was derived from the Affirmative Action Quarterly Reports submitted by the following cabinets/agencies only:

Cabinet for Families & Children
Cabinet for Health Services
Commission on Human Rights
Department of Education
Economic Development Cabinet
Finance & Administration Cabinet
Justice Cabinet
Labor Cabinet
Department of Military Affairs
Natural Resources & Environmental Protection Cabinet
Office of the Attorney General
Office of the Treasurer
Personnel Cabinet
Public Protection & Regulation Cabinet
Revenue Cabinet
Secretary of State
Tourism Cabinet
Transportation Cabinet
Workforce Development Cabinet
Department of Agriculture
Auditor of Public Accounts

*SOURCE: Commonwealth of Kentucky, Personnel Cabinet
April 12, 2002*

**Governor's Taskforce on the Economic Status of Kentucky's Women
Committee on State Government Employees
Benefits Subcommittee**

- 1. Of the benefits that are currently provided to state employees, select the three most important to you, rating them as follows: #1-most important #2-very important #3-important**

___ Health Insurance ___ Life Insurance ___ Retirement ___ Annual Leave ___ Sick Leave
___ Court Leave ___ Military Leave ___ Compensatory Leave ___ Holidays ___ Credit Union
___ Educational Tuition ___ Social Security ___ Workers' Compensation ___ Voting Leave

Please explain why those selected are important to you.

- 2. Besides the above, what additional benefits would you like to see offered to state employees?**

- 3. As a state employee, which would you rather have?**

___ higher salaries ___ additional/better benefits

Please explain why you selected the above.

- 4. Do you feel that the benefits you value change as you age? ___yes ___no**

How have your values changed regarding what you view as important benefits?

- 5. Please provide an example of a good or challenging situation that you have faced regarding benefits, describing how this situation affected you and your family.**

If you were able to overcome the challenges presented, please explain how you did so.

- 6. Please rank order the benefit areas listed below as to how important each issue is to you. (1=most important, 4=least important)**

_____ Family Care (child and elder care, adoption benefit, bereavement leave, etc)

_____ Employee Wellness Issues (health insurance options, peer support groups, etc)

_____ Employee Perks (employee recognition programs, free parking, paid volunteer time, etc)

_____ Retirement (benefits paid, full health benefits, discount programs, deferred compensation)

- 7. Please indicate your gender: Female_____; Male_____**

**Please feel free to add any additional observations or comments on the back of this survey.
Thank you!**

GOVERNOR'S TASK FORCE ON THE ECONOMIC STATUS OF KENTUCKY'S WOMEN

STATE WORKERS' COMMITTEE
EDUCATION AND CAREER DEVELOPMENT SUBCOMMITTEE

Page 1

This survey is for state workers who are not directors, managers, or supervisors. Please answer the following questions as accurately as possible. All questions refer to your specific agency or department. If you need more space for explaining your answers, please use an additional sheet and number your replies to correspond with the questions:

Your Agency or Department Name: _____

Location: _____ **Are you male or female?** _____

1. Is there a specific amount of training that is mandatory for all employees each year? _____
1a. If so, how many hours are required per year? _____

- 1b. Is the training generalized, specific to your agency or department, or job specific?

Please explain: _____

- 1c. Is the training offered on-site, at a central location, or at various locations? _____

- 1d. Is the training provided at a certain time or at various times throughout the year? _____

2. Do employees have access to training programs offered by the Governmental Services Center?

- 2a. If so, what are the requirements for participation in these programs? _____

- 2b. Are employees allowed to select classes they wish to take or are they directed as to which classes they may take?

3. Are employees limited as to the number of classes they may take from GSC per year? _____

- 3a. If so, what are the limits based on (number of classes, type of classes, etc.)? _____

- 3b. If so, are the limits the same for all employees? _____

STATE WORKERS' COMMITTEE
EDUCATION AND CAREER DEVELOPMENT SUBCOMMITTEE

Page 2

4. Are all employees in your agency given equal opportunities for participation in the Certified Public Manager or other similar programs? _____
- 4a. If not, what are the criteria for participation? _____
- _____
5. Do employees have access to training programs offered by the Governor's Office of Technology? _____
- 5a. If so, what are the requirements for participation in these programs? _____
- _____
- 5b. Are employees allowed to select classes they wish to take or are they directed as to which classes they may take? _____
- _____
6. Are employees limited as to the number of classes they may take from GOT per year? _____
- 6a. If so, what are the limits (number of classes, type of classes, etc.)? _____
- 6b. If so, are the limits the same for all employees? _____
- _____
7. Does your agency have a "succession training" program to prepare employees for transition into higher level jobs within their departments or organizations? _____
- 7a. If so, how are employees selected for participation in this program? _____
- _____
- 7b. Has the program been successful in retaining valuable employees? _____
- Please explain: _____
- 7c. If not, how are job openings normally filled within your agency or department? _____
- _____
- _____

STATE WORKERS' COMMITTEE
EDUCATION AND CAREER DEVELOPMENT SUBCOMMITTEE

Page 3

8. Have you ever complained or heard employees complain that they are expected to take on added job responsibilities without the training they need to perform those duties? _____
- 8a. If so, was the training provided? _____
- 8b. If not, how did you handle the situation? _____
- _____
9. Do you believe that your opportunities for advancement have been limited because you were unable to obtain requested training or participate in programs such as the Certified Public Manager Program? _____
- 9a. If so, what have you done, if anything, to resolve the situation? _____
- _____
10. Are you aware of other employees in your department or agency who have complained about a lack of opportunity to participate in programs that will increase their chances for advancement? _____
- 10a. If so, can you provide an approximate number of individuals who have requested such programs and been refused access to them? _____
- _____
11. Do you believe that all employees within your agency or department are given equal opportunities for participation in state-sponsored training and advancement programs regardless of age, sex, or race? _____
- 11a. Why or why not? _____
- _____
12. Do you believe that the employees within your agency or department share your perception regarding opportunities for training and advancement regardless of age, sex, or race? _____
- Why or why not? _____
- _____
13. Please share any additional comments or suggestions you may have. _____
- _____

GOVERNOR'S TASK FORCE ON THE ECONOMIC STATUS OF KENTUCKY'S WOMEN

STATE WORKERS' COMMITTEE
EDUCATION AND CAREER DEVELOPMENT SUBCOMMITTEE

Page 1

This survey is for directors, managers, or supervisors. Please answer the questions as accurately as possible. All questions refer to your specific agency or department. If you need more space for explaining your answers, please use an additional sheet and number your replies to correspond with the questions:

Your Agency or Department Name: _____ Location _____

Title _____ Are you male or female? _____

1. Is there a specific amount of training that is mandatory for all employees each year? _____

1a. If so, how many hours are required per year? _____

1b. Is the training generalized, specific to your agency or department, or job specific?

Please explain: _____

1c. Is the training offered on-site, at a central location, or at various locations? _____

1d. Is the training provided at a certain time or at various times throughout the year? _____

2. Do employees have access to training programs offered by the Governmental Services Center?

2a. If so, what are the requirements for participation in these programs? _____

2b. Are employees allowed to select classes they wish to take or are they directed as to which classes they may take?

3. Are employees limited as to the number of classes they may take from GSC per year? _____

3a. If so, what are the limits based on (number of classes, type of classes, etc.)? _____

3b. If so, are the limits the same for all employees? _____

STATE WORKERS' COMMITTEE
EDUCATION AND CAREER DEVELOPMENT SUBCOMMITTEE

Page 2

4. Are all employees in your agency given equal opportunities for participation in the Certified Public Manager or other similar programs? _____
- 4a. If not, what are the criteria for participation? _____
- _____
5. Do employees have access to training programs offered by the Governor's Office of Technology ? _____
- 5a. If so, what are the requirements for participation in these programs? _____
- _____
- 5b. Are employees allowed to select classes they wish to take or are they directed as to which classes they may take? _____
- _____
6. Are employees limited as to the number of classes they may take from GOT per year? _____
- 6a. If so, what are the limits (number of classes, type of classes, etc.)? _____
- 6b. If so, are the limits the same for all employees? _____
- _____
7. Does your agency have a "succession training" program to prepare employees for transition into higher level jobs within their departments or organizations? _____
- 7a. If so, how are employees selected for participation in this program? _____
- _____
- 7b. Has the program been successful in retaining valuable employees? _____
- Please explain: _____
- 7c. If not, how are job openings normally filled within your agency or department? _____
- _____
- _____

STATE WORKERS' COMMITTEE
EDUCATION AND CAREER DEVELOPMENT SUBCOMMITTEE

Page 3

8. Have you ever had employees complain that they are expected to take on added job responsibilities without the training they need to perform those duties? _____
- 8a. If so, were you able to provide the requested training? _____
- _____
- 8b. If not, how did you handle the situation? _____
- _____
9. Have you ever had employees complain that they believed their opportunities for advancement were limited because they were unable to obtain requested training or participate in programs such as the Certified Public Manager Program? _____
- 9a. If so, what did you do, if anything, to resolve the situation? _____
- _____
10. Does your agency maintain records of the number of employees who participate in training programs that will increase their opportunities for advancement? _____
- 10a. If so, can you provide the number of individuals who have started such programs within the past five years and the number who have completed the programs? _____
- _____
- 10b. Can you provide numbers based on age, sex, and race of the participants? _____
- _____
11. Do you believe that all employees within your agency or department are given equal opportunities for participation in state-sponsored training and advancement programs regardless of age, sex, or race? _____
- 11a. Why or why not? _____
- _____
12. Do you believe that the employees within your agency or department share your perception regarding opportunities for training and advancement regardless of age, sex, or race? _____
- Why or why not? _____
- _____

APPENDIX 10

Education and Career Development Survey Results

		State Workers		Directors/ Managers/ Supervisors		Total	
1	Is there a specific amount of training that is mandatory for all employees each year?						
	Yes	9	26%	9	29%	18	27%
	No	24	69%	21	68%	45	68%
	Don't know	2	6%	1	3%	3	5%
1b	Is the training generalized, specific to your agency or dept. or job specific?						
	Generalized	4	11%	1	3%	5	8%
	Job Specific	6	17%	5	16%	11	17%
	All Selected	7	20%	5	16%	12	18%
	Don't know	1	3%	0	0%	1	2%
	No answer	16	46%	18	58%	34	52%
	Other	1	3%	2	6%	3	5%
1c	Is the training offered on -site, at a central location , or at various locations?						
	Central	0	0%	2	6%	2	3%
	Various	16	46%	8	26%	24	36%
	On-Site	0	0%	1	3%	1	2%
	All Selected	2	6%	2	6%	4	6%
	Don't know	2	6%	0	0%	2	3%
	No answer	14	40%	17	55%	31	47%
	Other	1	3%	1	3%	2	3%
1d	Is the training provided at a certain time or at various times throughout the year?						
	Various times	17	49%	11	35%	28	42%
	Certain times	1	3%	1	3%	2	3%
	Both	0	0%	1	3%	1	2%
	Don't know	2	6%	0	0%	2	3%
	No answer	14	40%	18	58%	32	48%
	Other	1	3%	0	0%	1	2%
2	Do employees have access to training programs offered by the Governmental Services Center?						
	Yes	28	80%	31	100%	59	89%
	No	1	3%	0	0%	1	2%
	Don't know	4	11%	0	0%	4	6%
	Other	2	6%	0	0%	2	3%

		State Workers		Directors/ Managers/ Supervisors		Total	
2b	Are employees allowed to select classes they wish to take or are they directed as to which classes they may take?						
	Direct	2	6%	1	3%	3	5%
	Select	16	46%	15	48%	31	47%
	Both	3	9%	13	42%	16	24%
	Don't know	6	17%	0	0%	6	9%
	No answer	7	20%	1	3%	8	12%
	Other	1	3%	1	3%	2	3%
3	Are employees limited as to the number of classes they may take from GSC per year?						
	Yes	3	9%	1	3%	4	6%
	No	16	46%	24	77%	40	61%
	Don't know	12	34%	4	13%	16	24%
	No answer	1	3%	0	0%	1	2%
	Other	3	9%	2	6%	5	8%
4	Are all employees in your agency given equal opportunities for participation in the Certified Public Manager or other similar programs?						
	Yes	12	34%	23	74%	35	53%
	No	6	17%	5	16%	11	17%
	Don't know	13	37%	2	6%	15	23%
	No answer	0	0%	1	3%	1	2%
	Other	4	11%	0	0%	4	6%
5	Do employees have access to training programs offered by the Governor's Office of Technology?						
	Yes	28	80%	31	100%	59	89%
	No	2	6%	0	0%	2	3%
	Don't know	3	9%	0	0%	3	5%
	No answer	1	3%	0	0%	1	2%
	Other	0	0%	0	0%	0	0%
5b	Are employees allowed to select classes they wish to take or are they directed as to which classes they may take?						
	Direct	0	0%	1	3%	1	2%
	Select	24	69%	17	55%	41	62%
	Both	3	9%	10	32%	13	20%
	Don't know	1	3%	0	0%	1	2%
	No answer	5	14%	2	6%	7	11%

	Other	2	6%		1	3%		3	5%
		State Workers			Directors/ Managers/ Supervisors			Total	
6	Are employees limited as to the number of classes they may take from GOT per year?								
	Yes	3	9%		0	0%		3	5%
	No	17	49%		25	81%		42	64%
	Don't know	13	37%		6	19%		19	29%
	No answer	2	6%		0	0%		2	3%
7	Does your agency have a "succession training" program to prepare employees for transition into higher level jobs within their departments or organizations?								
	Yes	2	6%		5	16%		7	11%
	No	20	57%		21	68%		41	62%
	Don't know	12	34%		3	10%		15	23%
	No answer	1	3%		1	3%		2	3%
	Other	0	0%		1	3%		1	2%
8	Have you ever had employees complain that they are expected to take on added job responsibilities without training they need to perform those duties?								
	Yes	12	34%		13	42%		25	38%
	No	20	57%		14	45%		34	52%
	No answer	1	3%		1	3%		2	3%
	Other	2	6%		3	10%		5	8%
9	Have you ever had employees complain that they believed their opportunities for advancement were limited because they were unable to obtain requested training or participate in programs such as the Certified Manager Program?								
	Yes	6	17%		1	3%		7	11%
	No	22	63%		29	94%		51	77%
	Don't know	3	9%		0	0%		3	5%
	No answer	2	6%		1	3%		3	5%
	Other	2	6%		0	0%		2	3%
10	Does your agency maintain records of the number of employees who participate in training programs that will increase their opportunities for advancement?								
	Yes	6	17%		17	55%		23	35%
	No	24	69%		5	16%		29	44%
	Don't know	1	3%		7	23%		8	12%
	No answer	3	9%		2	6%		5	8%
	Other	1	3%		0	0%		1	2%

		State Workers		Directors/ Managers/ Supervisors		Total	
11	Do you believe that all employees within your agency or department are given equal opportunities for participation in state-sponsored training and advancement programs regardless of age, sex, or race?						
	Yes	21	60%	29	94%	50	76%
	No	8	23%	0	0%	8	12%
	Don't know	1	3%	0	0%	1	2%
	No answer	3	9%	2	6%	5	8%
	Other	2	6%	0	0%	2	3%
12	Do you believe that the employees within your agency or department share your perception regarding opportunities for training and advancement regardless of age, sex, or race?						
	Yes	20	57%	26	84%	46	70%
	No	4	11%	0	0%	4	6%
	Don't know	2	6%	1	3%	3	5%
	No answer	7	20%	2	6%	9	14%
	Other	2	6%	2	6%	4	6%

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